

Indianhead Medical Ctr. Shell Lake, Inc.
 113 4th Avenue
 Shell Lake, WI 54871-0300
 (715) 468-7833

Type: GMS
 Control: Corporation
 Fiscal Year: 01/01/02 to 12/31/02

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	11.4%	57.4%	0.20	27.8%	0.41	15.9%	0.72	11.3%	1.01
Obstetrics	4.5%	39.6%	0.11	16.5%	0.27	5.7%	0.79	5.8%	0.78
Pediatrics	7.9%	48.0%	0.17	5.0%	1.60	20.4%	0.39	4.9%	1.61
Total hospital	10.9%	55.9%	0.19	26.0%	0.42	31.3%	0.35	10.7%	1.02
Average Census (Patients)									
Adult medical-surgical	4.6	30.4	0.15	10.8	0.42	2.1	2.14	4.5	1.01
Obstetrics	0.1	3.9	0.03	0.6	0.21	0.0	3.22	0.2	0.78
Pediatrics	0.2	1.8	0.09	0.0	3.72	0.5	0.34	0.1	1.61
Total hospital	5.3	55.4	0.10	12.1	0.44	9.1	0.59	5.2	1.02
Average Length of Stay (Days)									
Adult medical-surgical	3.0	3.9	0.75	3.5	0.86	3.1	0.96	3.2	0.94
Obstetrics	2.7	2.4	1.13	2.2	1.25	2.1	1.29	2.3	1.17
Pediatrics	1.8	2.4	0.72	1.8	1.00	1.7	1.06	2.1	0.83
Total hospital	2.7	4.3	0.61	3.1	0.85	6.6	0.40	3.2	0.83
Surgical Operations									
Inpatient	90	1,424	0.06	212	0.42	36	2.49	85	1.06
Outpatient	237	3,187	0.07	745	0.32	152	1.56	274	0.86
Inpatient as % of all surgeries	27.5%	30.9%	0.89	22.2%	1.24	19.2%	1.43	23.7%	1.16
Outpatient Visits									
Non-emergency visits	8,366	75,046	0.11	21,893	0.38	8,386	1.00	7,929	1.06
Emergency visits	1,566	14,086	0.11	7,123	0.22	1,720	0.91	1,523	1.03
Full-time Equivalents (FTEs)									
Administrators	1.0	14.8	0.07	5.1	0.20	3.4	0.29	1.0	1.00
Nurses, licensed	27.2	160.1	0.17	46.3	0.59	19.7	1.38	27.5	0.99
Ancillary nursing personnel	0.0	54.3	0.00	18.2	0.00	8.1	0.00	0.0	.
All other personnel	38.3	384.2	0.10	104.3	0.37	38.0	1.01	36.4	1.05
Total FTEs	66.5	613.5	0.11	174.0	0.38	69.2	0.96	64.9	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.7	14.6	0.66	17.3	0.56	36.0	0.27	9.8	0.98
Nurses, licensed	262.7	157.9	1.66	156.4	1.68	207.7	1.26	270.3	0.97
Ancillary nursing personnel	0.0	53.6	0.00	61.6	0.00	85.0	0.00	0.0	.
All other personnel	370.0	378.9	0.98	352.2	1.05	400.4	0.92	358.3	1.03
Total FTEs	642.3	605.0	1.06	587.6	1.09	729.0	0.88	638.4	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	49	Health maintenance		Beds set up and staffed	1	Bassinets	3
Discharges	764	organization (HMO)	Yes	Discharges	45	Total births	18
Inpatient days	1,949	Preferred Provider		Inpatient days	322	Newborn days	42
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 12/31/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)

General Medical-Surgical:							
Adult medical-surgical, acute	1	40	562	1,662	11.4%	4.6	3.0
Orthopedic	2	0	0	0	. %	0.0	.
Rehab. and physical medicine	5	0	0	0	. %	0.0	.
Hospice	5	0	0	0	. %	0.0	.
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	2	2	33	58	7.9%	0.2	1.8
Obstetrics	1	3	18	49	4.5%	0.1	2.7
Psychiatric	5	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	5	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	1	4	106	180	12.3%	0.5	1.7
Step-down (special care)	5	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	5	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	5	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.

Note: data should be used only in rows; do not summarize columns.

* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE

Administrators/asst. administrators	1	0	1.0	Radiological services personnel	1	3	2.1
Physicians and dentists	0	0	0.0	Occupational therapists	1	0	1.0
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	0	0	0.0
Registered nurses	18	2	18.6	Physical therapists	1	0	1.0
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	0	2	1.8
Licensed practical nurses	7	2	7.6	Recreational therapists	0	0	0.0
Ancillary nursing personnel	0	0	0.0	Psychologists	0	0	0.0
Physician assistants	0	0	0.0	Social workers	0	0	0.0
Nurse Practitioners	1	0	1.0	All other health professionals	1	0	1.0
Medical records personnel	1	0	1.0	All other personnel	15	21	25.4
Pharmacy personnel	0	0	0.0	-----			
Clinical laboratory personnel	4	2	5.0	TOTAL	51	32	66.5

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$7,513,094	Cash and cash equivalents	\$2,859	Current liabilities	\$843,301
Less deductions	2,796,089	Net Patient receivables	1,107,323	Long-term debt	793,781
Net patient revenue	4,717,005	Other receivables	30,970	Other liabilities	0
Plus other revenue	90,141	Land, bldgs and equip: Net	559,715	Subtotal	1,637,082
Total revenue	4,807,146	Other assets	-436,246		
Less expenses	4,802,838			Unrestricted fund balance	-372,461
Nonoperating gains/losses	0	Total Assets	\$1,264,621	Total liabilities & fund balance	\$1,264,621
Net Income	\$4,308			Restricted fund balances	\$0

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [\$4,346,847]	57.9%	41.7%	1.39	44.2%	1.31	58.9%	0.98	58.4%	0.99
Medical Assistance [\$747,930]	10.0%	9.0%	1.10	16.5%	0.60	10.1%	0.99	9.8%	1.02
Commercial [\$1,879,705]	25.0%	43.2%	0.58	31.7%	0.79	26.7%	0.94	26.1%	0.96
All other [\$538,612]	7.2%	6.1%	1.18	7.6%	0.94	4.3%	1.65	5.7%	1.25
Deductions as % of Total Gross Patient Revenue									
Medicare [\$1,901,392]	25.3%	23.7%	1.07	21.5%	1.18	26.7%	0.95	24.0%	1.06
Medical Assistance [\$528,861]	7.0%	6.0%	1.18	8.0%	0.88	4.6%	1.53	4.8%	1.46
Commercial [\$251,617]	3.3%	9.4%	0.36	2.4%	1.39	4.5%	0.75	2.3%	1.46
Charity care [\$0]	0.0%	1.2%	0.00	1.2%	0.00	0.5%	0.00	0.0%	.
All other [\$114,219]	1.5%	1.4%	1.07	1.0%	1.51	0.4%	3.45	1.2%	1.28
Total deductions [\$2,796,089]	37.2%	41.7%	0.89	34.1%	1.09	36.7%	1.01	32.3%	1.15
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	1.9%	5.1%	0.37	2.3%	0.82	2.8%	0.67	2.9%	0.65
Net gains/losses as % of net income	0.0%	5.3%	0.00	-11.6%	0.00	4.7%	0.00	-625.9%	0.00
Expenses as % of Total Expenses									
Salary/fringe benefit[\$2,438,391]	50.8%	47.8%	1.06	55.6%	0.91	51.3%	0.99	52.4%	0.97
Supplies and services[\$1,886,147]	39.3%	40.5%	0.97	31.6%	1.24	38.7%	1.01	40.9%	0.96
Capital component [\$268,270]	5.6%	8.7%	0.64	8.3%	0.67	7.3%	0.76	5.3%	1.05
Bad debt [\$210,030]	4.4%	3.0%	1.47	4.5%	0.97	2.6%	1.66	1.5%	3.02
Fiscal Statistics									
Operating margin	0.1%	6.1%	0.01	4.0%	0.02	4.5%	0.02	7.8%	0.01
Total hospital profit margin	0.1%	6.4%	0.01	3.6%	0.02	4.7%	0.02	1.1%	0.08
Return on equity	-1.2%	10.0%	-0.12	9.1%	-0.13	28.0%	#	-13.9%	0.08
Current ratio	0.8	2.5	0.33	1.6	0.54	1.5	0.54	0.8	1.04
Days in net patient accounts receivable	85.7	57.8	1.48	60.3	1.42	60.9	1.41	.	.
Average payment period	65.4	52.6	1.24	81.3	0.80	66.6	0.98	63.1	1.04
Equity financing	-29.5%	56.2%	#	45.0%	-6.5	26.3%	#	-33.9%	0.87
Long-term debt to equity ratio	-2.1	0.5	-4.49	0.7	-3.05	1.4	-1.49	-1.9	1.10
Times interest earned	1.1	5.0	0.21	3.3	0.32	5.7	0.18	1.6	0.65
Total asset turnover	3.8	0.9	4.32	1.1	3.36	1.5	2.46	4.4	0.86
Average age of plant: years	16.3	9.5	1.71	9.0	1.82	11.4	1.43	13.9	1.17
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	12.1%	.
Output gross rev (% of total gross pt. rev)	49.5%	44.1%	1.12	57.5%	0.86	32.5%	1.52	52.6%	0.94
Net Revenue Statistics									
Inpatient net revenue per discharge	\$3,720	\$7,870	0.47	\$4,540	0.82	\$8,870	0.42	\$4,280	0.87
Inpatient net revenue per day	\$1,434	\$1,834	0.78	\$1,386	1.03	\$2,010	0.71	\$1,455	0.99
Outpatient net rev per visit	\$200	\$343	0.58	\$268	0.74	\$253	0.79	\$232	0.86